Positives:
- 70% of contractors and 80% of CVX employees have personal responsibility for themselves, others and their workplace being safe
- 30% people feel that one of their top priorities is safety and ~45% of people say that on and off the job they live their value for safety as their first priority.
- 85% of respondents say that they pay attention to safety because they care about themselves and the people who work here.
- 65% of EE's would stop unsafe work - anywhere, anyone, anytime.
- 65-70% people surveyed will speak up about safety whenever they need to in order to keep themselves and others safe (not just in safety meetings or when asked).

Fear of Discipline:
- 20% of CVX EEs say that they way they feel at work is "afraid to be blamed"
  - *"I still feel that reporting safety issues are a risk not reward!! Sometimes we are looked down on for bringing up safety issues."*
  - *"Safety is a numbers game for Chevron. They use punishment & intimidation to aid in their quest for their "IIF" environment."*
- ~15% of CVX EE's say that when their supervisor asks them to do something, they feel like there is no choice but to get in trouble.
- ~7% think that exercising their Stop Work Authority will get them in trouble. (6% of FLS and 2LS)

Risk Recognition/Procedures:
- There is a perception amongst O&M that if they simply follow procedures, they will be safe (23%). ~13% of first line and second line supervisors feel the same way. Do not see a need to keep a high level of awareness when doing jobs.
- While 60% of respondents say that they start a dangerous task or job by having a real back and forth talk with the supervisors to make sure everyone understands the job, there are still ~15% of people who say that they "just get to work"
- Behaviorally, the perception is that supervisors apply safety rules even when they don't think they make sense (~30%) (reliance on procedures vs awareness of the situation)

Hazard Reporting:
- ~10% of people do not report hazards because nothing ever changes. ~25% wait until the next convenient opportunity before reporting.
- 35-40% of people do not report incidents or only report incidents that can't easily be hidden. Only 30-35% of people see the need to report and learn from incidents.
  - *"Reporting hazards is easy. Following up on hazards after they're reported is a gap for us."*
- Need to communicate the results of incident investigations/safety concerns/corrective actions back to the O&M more proactively.

Stop Work Authority:
- Only ~40% of people believe that they have the authority to stop unsafe work and be backed up by their supervisors.
- Contractors are less likely to stop work outside of their own team (talk to CVX employees). Only 50% would stop an unsafe act they saw regardless of when/where/who.
- ~10% of Maintenance employees say that they would rarely if ever stop unsafe work.

Feedback:
- 7% think that positive feedback should not be given. Number rises to 11% for FLS – the people who are conducting LPO feedback sessions. 25% do it because they have to and 30% don't think feedback is necessary if people are just doing their jobs.
  - *"Negative feedback is the rule."*
  - *"Chevron does a good job with trying to keep contractors and employees safe. I think there needs to be positive comments made to individuals."*
- ~15% of people say their supervisor does not acknowledge their work. Only 30% of say that their supervisor acknowledges their work often and addresses them personally when they see something good.
- 10-15% of people say that managers will speak to you personally if they see you doing something right. Otherwise, they rely on a system for rewarding good behavior (45%) or do not acknowledge it because it is expected (30-35%)

Metrics and IIF Culture:
- <u>Concern for profit over people</u>: Perception is that managers only care when there is time to care but are mostly focused on getting the work done(~50%). Only 25% think that managers really care for the people who work here as human beings and not simply as workers.
  - *"I feel safety is preached heavy, but I sometimes wonder if there is a real genuine concern or is it just to reach certain numbers and saving money. This many not be true, but sometimes I wonder."*
  - *"It has never been, and will never be about anything but $$.*
    - *Injuries cost money.*
    - *Repairing faulty equipment, broken concrete, abnormal surfaces, sealing leaks, providing <u>proper</u> training, all cost money.*
    - *I am paid-off for not reporting incidents.*
    - *Supervisors routinely look for ways to "work harder", regardless of the overall impact of the workforce.*
    - *Chevron, company employees are regularly threatened with comments i.e.: "I can get a contractor to do it, if you can't."*
    - *Chevron <u>IMPACT</u> supervisors regularly ignore safety to protect their budgets."*
    - *The amount of money we spend on a yearly basis as a refinery is quoted more often than how many hours a man or woman has worked safely.*

Chevron is in the business to make money. Safety is a necessary evil."
- *"Chevron has to stop pretending they care for us they might, but the care for their records, not really for the safety of us. Just to show off they really care. They just care for their <u>profit and money</u> not their contractors."*

- <u>Focus on metrics and how they appear to managers</u>: more prevalent in ops than maintenance. Even 20-25% of First Line Supervisors and 2nd Line Supervisors think that their managers are only concerned with how they look to their supervisors.
- More people think that doing whatever it takes to get the job done is more respected and celebrated than taking care of people. This theme is especially prevalent in Ops.
- 45% of people think that managers focus on recordable rates when it comes to determining safety performance.
- Only ~45-50% of CVX EEs believe that our goal is to end all incidents and injuries in the workplace (zero is attainable)

Trainees/Experience:
- Perception in the refinery (~20%) that safety professionals do not understand the work that is performed in the refinery.
  - *"I don't think we currently have a safety person – or used to. He wasn't very competent and we learn to question his advice...."*
- 25% of O&M say that new hires get safety training, but it does not pertain to their real work.
  - *"...I don't really know what they tech our newest operators-in-training these days. When there seems to be a black space we try to fill in any blanks...."*
- There is a concern amongst ~20% of the population surveyed that we do not have enough qualified people to work safely. Perhaps more importantly, only 35% of the population thinks that we have a plan developed to train people so that there are enough qualified people to do the work safely.
  - *"The company has continued to fail in regards to keeping an adequate number of qualified people in the refinery. The amount of force-outs is ridiculous."*

Safety Awards:
- Based on written comments, there seems to be a concern about rewarding people for not reporting incidents and injuries (safety awards):
  - *"I still have a problem with how our safety awards are made. Management has tied being compliant to receiving monetary safety awards. This was done because it became apparent managers couldn't manage their staff to remain compliant. We all sign a statement for conditions of employment – remaining compliant is one of them when we work here. I always try to be as safe as possible and compliant – the tow don't have to be together."*
  - *"I am paid-off for not reporting incidents."*

- o *"Currently, safety awards are given out based on results. I feel the awards should be given individually based on employee's own safety performance."*
- o *"I love the voucher program but it's a bribe. When a reportable happens it is taken away until a set amount of safe hours is reached. I happen to believe any safe hour has value."*

Management Support and "Flavor of the Month":
- Managers under estimate the importance of visible management support for a program:
  - o *"I think we are on the right path. Some managers send the wrong message by not supporting certain system changes such as LPS because it's not on the agenda and personal concerns. If they don't care why should we?"*
  - o *"I feel most of our safety plans are just the flavor of the week. Management is all excited at first but mostly changes.*

Miscellaneous:
- 7% of new hires (<1 year of experience) feel that their personal responsibility for safety is to look out for themselves only when they feel there is risk.
- Based on responses, Second Line Supervisors seem disconnected from safety culture
  - o *"My impression is the higher we go with management the less sincere they are when they talk about safety – they are more <u>results</u> oriented. The closer management is to operations (low level management) the more I really believe they care."*
- Safety culture in Maintenance appears more advanced (integral) than in Ops.
- 12% of O&M say that when their supervisor sees a gap between stated values and how someone behaves, they look away.
- Perception is that we do not manage change well – only when people see fit, too time consuming to do be used well.
- 10% of people sat that we ignore safety warnings or alarms because they go off for no reason.